

# AGENDA ITEM TRANSMITTAL



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AGENCY/DEPT. USE

CEO REVIEW

☒ Concur *MS*  
☐ Do Not Concur

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TO: BOARD OF SUPERVISORS, COUNTY OF ORANGE

FROM: REGISTRATION & ELECTIONS DEPARTMENT

CONTACT FOR INFORMATION

Rosalyn Lever

567-7620

NAME

PHONE

MEETING DATE September 11, 2001	SUBJECT Registration & Elections Strategic Plan	SUPV. DIST. ALL
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**SUMMARY OF REQUEST (Description for Agenda):**

Request Board approval of Registration & Elections' Strategic Plan and authorize department reorganization, staffing, and funding as shown in the plan.

**ADDITIONAL DATA:**

On December 12, 2000, the Board directed the CEO to coordinate a Registration & Elections (R&E) subcommittee to develop a strategic plan for R&E. Supervisor Spitzer was appointed chair of this subcommittee with the CEO, Registrar of Voters, CEO/IT, CEO/HR, and CEO legislative manager as primary members. This plan was to ensure that the difficulties experienced in Florida during the November 2000 Presidential Election would not occur in Orange County and that R&E had sufficient staffing and resources to address the election process issues and concerns of the community.

See continuation page

**PREVIOUS RELEVANT BOARD ACTIONS ON THIS SPECIFIC ITEM:** December 5, 2000 Board Meeting, AIT #62, "Strategic Financial Plan". December 12, 2000 Board Meeting, AIT #25 "Supervisor Spitzer - Review and discuss the County of Orange election process". March 27, 2001 Board meeting, AIT #26 "Receive and file committee report regarding operations of the Registrar of voters" & #27 "Approve price agreement with DFM for database conversion of election management system".

FUNDING SOURCE(S) General Fund	CURRENT YEAR COST \$1,120,000	ANNUAL COST \$1,420,000	BUDGETED? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
WILL PROPOSAL REQUIRE ADDITIONAL PERSONNEL? <input type="checkbox"/> NO <input checked="" type="checkbox"/> IF YES, STATE NUMBER <u>13</u> PERMANENT <input type="checkbox"/> LIMITED TERM		CONSISTENT WITH BOARD POLICY? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NEW ITEM OR EXCEPTION	

**RECOMMENDED ACTION:**

1. Direct R&E staff to implement the five strategies for addressing the community's issues and concerns as outlined in the department's Strategic Plan shown as attachment I.
2. Approve R&E reorganization as shown in appendix V of the Strategic Plan, contained as attachment I.
3. Direct the Assistant CEO for Human Resources to amend the master Position Control as shown in attachment II.
4. Direct the Auditor-Controller to transfer \$1,120,000 from Fund 100, agency 004, org 0900, obj 5001 activity MISC, to Fund 100, agency 031, org 900, obj 0101 in the amount of \$750,000, and obj 1900 in the amount of \$370,000.
5. Direct CEO and R&E staff to make recommendations to the Board for the establishment of a Community Elections Advisory Committee and return to the Board with these recommendations within 60 days.

CONCURRENCES (If applicable)

**ATTACHMENTS**

1. Registration & Elections Strategic Plan
2. Staffing Changes for Registration & Elections

*8/31/01*  
DATE

*Rosalyn Lever*  
AGENCY OR DEPARTMENT AUTHORIZED REPRESENTATIVE  
ROSALYN LEVER  
REGISTRAR OF VOTERS

**ADDITIONAL DATA cont:**

Based upon this Board directive, CEO and R&E staff implemented a formal study of the election process in Orange County. Input on the process was solicited and gathered from the community and other groups vested in the County's election process, and used to develop a list of election process issues and concerns (appendix 1 of the attached Strategic Plan).

Using this list, County staff developed six goals and five strategies, which in total addressed all of the issues and concerns shown in the Strategic Plan (page 6 of the Strategic Plan). To implement these strategies, staff developed 18 action plans (appendix II of the Strategic Plan). These plans provided the guidance needed by staff to carry out each of the five strategies. Staff then prioritized the action plans in order of need of the department to enact the Strategic Plan, ability of staff to implement the plans based upon time, need of the department to conduct elections, and ability of existing staff to implement.

With this background work complete, staff then developed an operating plan to identify the resources needed in FY 2001/02 to implement the prioritized action plans. This operating plan is contained in the Strategic Plan as appendix III.

CEO staff is also meeting with the Orange County Employee Association (OCEA) to discuss the impact of departmental reorganization on their members working in Registration & Elections. However, the new organization will not be put into place until completion of these discussions.

**Community Outreach:**

From June 18 through June 29, 2001, County staff conducted an initial series of six meetings with the community to identify the community's election process issues and concerns. Organizations represented at these meetings are contained in appendix IV of the Strategic Plan. Input was also derived from documents presented to the Board, such as the Community Forum document, and also through phone conversations and via e-mail.

Once the election process issues and concerns and strategies to address them had been determined, a second series of five meetings were held with the community. These meetings were held from July 30 through August 9, 2001. At these meetings, the department's draft Strategic Plan was presented along with how the proposed five strategies would address the election process issues and concerns. With input from this second series of meetings, further refinement was made to the department's Strategic Plan. Organizations represented at these meetings are also contained in appendix IV of the Strategic Plan.

On August 10, 2001, the draft Strategic Plan was presented to the R&E subcommittee for comment and direction. The subcommittee directed further refinement to documentation depicting R&E's staffing and resource needs for FY 2001/02. This modification was incorporated into the Strategic Plan.

On August 22, 2001, Supervisor Spitzer hosted a town hall meeting to solicit final input from the community on the County's election process in general and the Strategic Plan in particular. Members of the community were able to air their issues and concerns with Supervisor Spitzer and be assured that the County, through R&E's Strategic Plan, would address their issues and concerns. New issues and concerns were expressed by the audience and incorporated into appendix I of the Strategic Plan. The majority of those attending the town hall meeting voiced their support of the County's methods to address their issues and concerns and the willingness of the County to solicit their input.

Staff believes that the process used to develop this Strategic Plan ensured the active participation of the community. The plan addresses the needs of the community in the most cost effective manner for the County. Full implementation of this plan will provide R&E the resources it needs to perform its mission to ensure the County's election process maintains the highest standards now and well into the future.

# **Registration & Elections Strategic Plan**

## **Executive Summary**

The primary mission of Registration & Elections (R&E) is to ensure the elections process through the administration of all federal, state, and local election laws. It provides this service to all 34 cities, 27 special districts, 32 school districts, and the unincorporated area of the County of Orange (County). R&E provides these services with a permanent staff of 34 and 6,800 volunteer workers staffing over 1,670 polling places.

After the County's fiscal crisis of 1994, staffing for R&E was reduced by 40%. Further, the department was separated from the General Services Agency (GSA), which had supplied the administrative support to R&E. This separation occurred without the addition of administrative positions to the department. With its reduced staffing, it became increasingly difficult for R&E to manage the elections process and be responsive to the concerns of community groups. This situation was ever exacerbated by constantly changing election laws, which demanded more of the department.

The Presidential election on November 7, 2000 was the most contentious and controversial in recent memory. The problems encountered in Florida clearly highlighted the need of all elections officials throughout the country to reevaluate their systems and processes to ensure they did not experience similar situations. At its December 12, 2000 meeting, the Board of Supervisors (Board) directed the County Executive Officer (CEO) to develop a process to evaluate the County's elections system. Initial internal and external reviews of the elections system quantified the need for the drafting of a Strategic Plan for R&E.

In drafting this plan, R&E and CEO staff actively sought input from the County's community groups as to their issues and concerns with the elections process. Added to this were issues and concerns previously received and the direction of the Board and CEO as to their requirements for the plan. Where possible, consultants were used to speed up the gathering of information and provide an independent assessment of various department processes. This information was then broken down into three broad addressable areas.

- Community outreach to address the needs of the community.
- Technology upgrades to make the elections process more user friendly and efficient.
- Reorganization to ensure the department has the resources needed to accomplish its mission and that the resources are properly assigned to maximize their effectiveness.

Upon approval, this strategic plan will institute several immediate and more long-term action plans to address the issues and concerns raised by the various groups providing input. These are:

#### **Near term**

- Provide resources and structure to comply with new voting laws
- Create a community elections advisory committee
- Increase community outreach and voter education
- Restructure volunteer training to better address community needs
- Reorganize R&E to meet current and expected election needs
- Develop a County employee poll worker program

#### **Longer term**

- Review and recommend a new voting system for the County
- Work with the State to more fully automate the voter registration process
- Increase technology use to reduce manual processes

Staff is also closely coordinating its actions with labor organizations to ensure these organizations understand and support the implementation of the Strategic Plan.

#### **Resources**

Implementing this plan will require the addition of 13 new positions and the reassignment of several current positions. The approximate increase in department appropriations and Net County Cost (NCC) for this fiscal year is \$1,125,000 with approximate FY 2002/03 increase in department appropriations and NCC of \$1,420,000. These figures include both Salaries and Employee Benefits (S&EB) and Services and Supplies (S&S).

#### **Conclusion**

Secretary of State staff has continually commented that the culmination of the many new election laws has positioned California's election process as "A train wreck waiting to happen." The implementation of this Strategic Plan is the County's best insurance that Orange County's train continues to run smoothly.

## **Organizational Description And History**

### **History**

With the creation of the County of Orange in 1889, the duties of the Registrar of Voters were vested in the County Clerk's office. In 1971, the Board created the office of the Registrar of Voters. In 1976, The Registrar of Voters, along with several other small departments, was incorporated in the General Services Agency (GSA). While a part of GSA, a centralized administrative section provided all administrative types of functions supporting the Registrar of Voters.

On December 6, 1994, the County declared bankruptcy. Part of the recovery plan for the County was to dissolve GSA and reconstitute the Registrar of Voters as a separate stand-alone R&E department. This was accomplished in December of 1996. As initially reconstituted, R&E was reduced from 48 to 29 permanent positions, a reduction of 40%. Further, R&E was required to assume the administrative functions formally handled by GSA staff, with only minimal staffing for these functions included in the 29 positions. Over the next several years, staffing was increased to 34 to handle new requirements, but the need to staff to existing requirements remained.

### **Major Services and Products**

By statute or agreement, R&E provides election services to 34 cities, 27 special districts, 32 school districts, and conducts all Municipal, County, State, and Federal elections. For calendar year 2002, all of these entities will be conducting at least one election.

R&E staff maintains an active voter registration file of over 1,260,000 registered voters and inactive file of over 3,000,000 voters.

R&E staff accepts and files over 350 candidate nomination documents and 450 candidate statements of qualifications per general election. Each document must also be reviewed and approved by R&E staff as meeting election statute. At any given time, over 500 active and 5,000 inactive campaign disclosure filings are monitored.

For major elections, R&E creates over 1,670 polling sites and recruits over 6,700 volunteer poll workers to run them. R&E will receive and process over 40,000 provisional ballots, input approximately 250,000 voter registration transaction into the system, and process and mail out over 290,000 absentee ballots.

R&E maintains a comprehensive, full service website which allows individuals to request election documents, register to vote on-line, ask questions of R&E staff, and monitor real time election results on election night.

In calendar year 2001, R&E will implement the decennial redistricting of the Congressional, Senate, Assembly, Supervisorial, Board of Education, school, and special districts within Orange County. R&E staff will also be required to modify precinct boundary lines to conform to these redistricting changes as well as changing demographics.

These modifications must be in place by the end of October to accommodate candidate filing for the March 2002 primary election.

### **Products**

Much of the information managed by R&E is public information. On a continual basis, R&E staff will provide copies, electronic and paper, to individuals and entities requesting it. Typically, this results in tens of thousands of pages of printed material annually. Types of information requested include:

- Campaign Disclosure Statements
- Election Results
- Part or all of the Master Voter File
- Voting History
- Precinct Indices (Walk sheets)

## **Mission, Vision and Values**

Strategic planning focuses beyond the immediate or short term concerns of running an organization and emphasizes where the organization would like to be in three to five years. In broad terms, Registration & Elections can draw guidance from its **Vision Statement**

*To be consistently rated by Orange County citizens, election/campaign organizations, government organizations and the news media as having elections meet or exceed expectations in terms of integrity, legal compliance, accessibility, public confidence, use of technology and overall elections management services.*

### **And its Mission Statement**

*To ensure the integrity of the County's election process through administration of all federal, state and local elections laws in a uniform, consistent, and accessible manner with the highest possible degree of professionalism. Further, to promote public confidence and increase participation by all eligible Orange County citizens in the elections process.*

A further determinant in creating strategic goals was to ensure they were in alignment with the department's **Values**

- *To promote full participation by Orange County's citizens in the elections process.*
- *To ensure the accuracy and integrity of the elections process.*
- *To administer all federal, state and local election laws in a uniform, consistent and accessible manner.*
- *To provide responsive and helpful service to Orange County citizens and election participants.*
- *To continually improve the workflow and operations of the department.*
- *To utilize proven technology to accomplish registration and elections responsibilities in a cost effective and timely manner.*

## Goals and Strategies

### Goals

Developing the department's strategic goals was a two-step process. First, the desired direction of the department was determined by reviewing the department's new vision statement and revised mission and values. Second, all of the issues shown in appendix I were reexamined to ensure the department's goals would address them. Based upon these reviews the department selected the following as its strategic goals.

- 1. Ensure the integrity of the County's election process.*
- 2. Increase accessibility to the elections process.*
- 3. Promote public confidence in the elections process.*
- 4. Improve both the efficiency and variety of elections services provided.*
- 5. Continuously update technology systems used to manage and complete all election and registration responsibilities.*
- 6. Provide the highest quality of services to Orange County's registered voters and participants in the elections process.*

These strategic goals now provide the framework in developing the strategies to address the issues contained in appendix I.

### Strategies

When developing these strategies, staff looked at several factors.

1. Do the strategies address the issues and concerns raised by the community groups?
2. Do the strategies address the issues and concerns raised by the Board, CEO, and County staff?
3. Will the strategies lead the department in a direction, which makes sense to R&E department staff? (i.e., the experts in elections)
4. Are the strategies obtainable in light of available County resources?
5. Do the strategies conflict with current statute or proposed legislation?
6. Can the strategies be quantified into action plans?

Based upon these conditions, five strategies were developed for the department.

1. **Mandated**, immediate change directed by statute.
2. **Education**, both voter and poll worker.
3. **Outreach**, bringing the community more fully into the process.
4. **Organization**, reorganizing the department.
5. **Technology**, making the best use of available technology.



## **Mandated by new Elections Law**

An overriding priority of R&E is to respond to new election laws. If the provisions of the new laws are not successfully implemented, the County will not have a successful election. This dictates that complying with these new laws receive top priority.

**AB 1094** extended the close of registration from 29 days prior to an election to 15 days prior to an election. This bill has a major impact on how the department prepares for an election. Specifically, it affects sample ballot mailing, absentee ballot processing, notification of polling place location, and precinct supply distribution.

Typically, the department receives 30-40,000 registrations during the week before the close of registration with approximately 10 days needed to enter these registrations. This new law now reduces the time for the department to enter data from 10 to 7 days. This process occurs simultaneously with the processing of absentee ballots, training poll workers, testing vote counting programs, and attempting to be certified for on-line transmission of election night results.

**Impact:** The primary impact has been to collapse the time available to process new voter applications by 3 days or 33%. To meet this need will require additional resources for the department and a restructuring of current department resources. Further, department processes will need to be modified to allow for these new requirements.

**SB 28** was signed into law in response to the Court's overturning the open/blanket primary of Proposition 198, passed by the voters in March of 1996. SB 28 allows voters not registered with a qualified political party to request to vote the partisan ballot of any qualified political party (primary election only), provided the qualified political party has chosen to participate in this process and has notified the Secretary of State of their intent. Further, the qualified political party may choose not to allow voters not registered with a political party to vote on specific partisan issues (i.e. allow to vote for the candidates, but not the central committee).

**Impact:** The voting system used in Orange County mandates anywhere from 300 to 500 ballot styles for a countywide election. Based upon the decisions made by the qualified political party's, this number could almost double. Further, there is a real concern that voters will re-register at the last minute as non-partisan to be able to vote in another party's primary election. This could further increase R&E's 15-day voter registration workload.

Of equal impact is the date when political parties must notify the Secretary of State of their intent under SB 28 and the E-date deadline for printing ballots. Due to the constraints imposed by the Datavote system, only one printing plant is able

to print ballots for the system. This plant prints for Orange County and many other counties in the western United States. At a certain point, this plant will not be able to print ballots for the County in sufficient time to use them in the election. If this occurs, the County could fail the election.

The strategy to address these new laws is three-fold. First, R&E will develop county guidelines for implementing AB 1094 and SB 28. This has been accomplished by Orange County at the bequest of the California Association of Clerks and Election Officials (CACEO). These guidelines have been distributed to all 58 California counties to guide their implementation of the new laws. Second, part of the R&E reorganization will provide the resources needed to meet the requirements of the new laws. Third, CACEO is supporting SB 7, which will force decisions from political party's in time to print required ballots.

**Proposition 34** as it pertains to the actual conduct of elections, allows state constitutional and legislative candidates, that adopt voluntary expenditure limits, to purchase space in the voter information pamphlet for a 250 word candidate statement of qualifications. Additionally, a listing of all candidates that have adopted expenditure limits, must appear in the voter information pamphlet. Elections officials' interpretation of Proposition 34 was that all statements of qualifications were to be printed in the State pamphlet. The Secretary of State's interpretation was that only State constitutional candidate statements were to be printed in the State pamphlet and all legislative statements were to be printed in the county pamphlets. SB 34 was introduced by Senator Burton to clarify the issue. SB 34 has been sent to enrollment with a favorable interpretation for the Secretary of State.

**Impact:** SB 34 will significantly increase R&E's workload as it pertains to compiling, printing, and distributing County pamphlets.

As with AB 1094 and SB 28, CACEO has developed guidelines for the implementation of Proposition 34. The Registrar of Voters was a member of this committee. These guidelines will be used to implement the Proposition in Orange County. In addition, the department's reorganization process will ensure resources are available to meet Proposition 34 requirements.

## **Education**

Without question, developing a dynamic education program for the County will provide a significant impact on the elections process in general, and the voters' ability to interact with it in specific. Programs to provide this training need to be in place prior to the March 2002 primary election.

## **Voter Education**

While examining and discussing the issues and concerns raised by the community groups, a major theme repeatedly surfaced. This was a lack of knowledge by the voter of the election process. The symptoms included not receiving absentee ballots, the need for increased provisional ballots, not knowing where to vote, and not being registered to vote when they believe they have been registered.

R&E was also provided many statements of concern by voters from the November 7, 2000 election, which also fell into these areas. Research into each of these statements revealed that most of these individuals either had not updated their voter registration information with their current address, had not understood the need to apply for an absentee ballot for each election, and did not know to query R&E when they failed to receive expected voting materials. To address this, R&E proposes the following strategy.

Institute a voter education program, which will ensure the voter knows how to update his or her voter registration file, apply for absentee ballots, and contact R&E with questions. This program will also address how to inform newly registered voters in how to check to ensure they have been registered to vote.

This program will provide this process by:

- Providing material to all registered voters on a periodic basis on their responsibilities to update their file.
- Providing material to all registered voters on a periodic basis on how and when to apply for absentee ballots.
- Providing material to all registered voters on a periodic basis on how to contact R&E to update their file and ask questions of R&E staff.

This material will also be provided to all locations currently displaying elections materials.

To ensure the widest possible coverage of this education program, CEO Office of Public Affairs is recommending television and radio public service announcements to also provide this information. This information will be developed and will also be provided on the department's web site.

## **Poll Worker Training**

As with the voter, the County's elections volunteer force of poll workers have responsibilities to the elections process. These responsibilities center on:

- Ensuring the election is held in accordance with all applicable statutes.

- Addressing the needs of the voters they interact with.
- Maintaining a friendly environment at the polling places.
- Ensuring everyone that shows up to vote has the ability to do so.

R&E currently does a good job of providing poll workers training on the legal requirements of conducting an election. However, recent legislation has placed new burdens on these individuals, which can only be addressed through increased, and more frequently conducted, training.

## **Organization**

### **General**

R&E has numerous requirements mandated by statute, which it must perform. Given the current level of technology, many of these requirements are labor intensive. Further, the expectations of the voters of Orange County are changing to desire more convenience in voting, via absentee ballot. This results in ever more labor-intensive operations within the department. Added to this is the ongoing need to assume administrative duties without a requisite addition to administrative staff.

Based upon these requirements and the issues and concerns of the community groups, the need for additional staff is self-evident. This is confirmed by the study performed by AEF, which is available for review. However, as shown in the plan and confirmed by staff, some of this need for additional staff can be met through a shifting of current staff to new areas of responsibility. Where possible, this is recommended.

### **Reorganization**

The primary purpose of any reorganization is to allow an organization to more efficiently meet its responsibilities while addressing the expectations of its customers, in this case the voters and interest groups of Orange County.

In view of the reduced staffing, R&E is currently structured to ensure the County meets the requirements of election statutes. This conscious decision required shifting department assets from community outreach, monitoring of the volunteer workforce, polling place coordination, technological review, and administrative functions to this task.

CEO staff is also meeting with the Orange County Employee Association (OCEA) to discuss the impact of departmental reorganization on their members working in Registration & Elections. However, the new organization will not be put into place until completion of these discussions.

## **Technology**

The strategies using technology are broken down into those that can be accomplished in the near term and those that will require further analysis and the identification of funding. Technology by itself will not usually solve problems. Rather, it will provide an increased capability and flexibility to processes, which could not otherwise be obtained.

R&E will rely heavily on the expertise of the Assistant CEO/IT to incorporate new technology into the department. All research into the use of technology to improve the department's operations will be closely coordinated with CEO/IT staff. Procured technology will be approved by CEO/IT staff, which will also be requested to assist in its integration into the County system.

### **Near Term (1 to 2 years)**

Given the current state of elections technology and the availability of funding, near term technological enhancements need to focus on reducing the manually intensive aspects of registering voters, recruiting poll workers, and processing ballots.

#### **Registering Voters**

In most cases, the current registration process requires a new voter to manually fill out a form and send it to R&E for processing. Once received by R&E, the information on this form is manually input into the voter registration database. This has been consistent regardless of how the voter obtained the voter application form.

Orange County introduced to the Secretary of State the concept of integrating the web based voter application systems directly into the County's database. The Secretary of State accepted this challenge and much of this work has already been accomplished. Individuals registering through the Secretary of State's or the County's website will now have their information electronically downloaded into the database. Current law still requires each new voter to provide an original signature to be linked to the individual's file. However, through the use of improved barcode technology, this signature will be automatically scanned and incorporated into the voter's file when received by R&E. This strategy will speed up the placement of new voters into the voter file and increase reliability of the information in the database. Full integration of on-line registration information should be accomplished prior to the March 2002 primary election.

This same strategy will be used to fully integrate new voter registrations from the County's website. Full integration of the County website should be accomplished prior to the March 2002 primary election.

The next near term strategy will be to determine how best to use current optical character recognition (OCR) software to automate portions of the voter registration process. For the foreseeable future, the majority of new voter applications will be received by R&E on forms filled out by hand. Several years ago, R&E researched the use of then existing OCR software to automate the data input process. However, due to the way forms were filled out and the limitations of the software, most forms would not scan or scanned with errors. Actual experience demonstrated that it was quicker to manually input from these forms than attempt to scan them.

The arrival of new, more powerful, software and computers mandate this process be reviewed and incorporated if it provides efficiencies. Research into this technology will begin prior to the end of calendar year 2001. Should R&E and CEO/IT staff determine the feasibility of the technology, R&E will begin incorporation in late calendar year 2002.

### **Absentee Ballots**

The single most labor-intensive aspect of the absentee balloting process is verifying the signatures on the absentee ballot envelopes to those in the database. Currently 260,000 County voters, or 20% of those casting ballots, do so via absentee ballots. Current procedures require that each of these signatures be manually compared to the signature in the database. Although automation is used to sort the ballots and simplify the retrieval of the signature from the database, R&E staff must still compare over 260,000 signatures.

We believe that a significant number of these signatures can now be verified through the use of new technology. If technology is able to only match 50% of the signatures, that will still relieve staff from comparing over 130,000 signatures. This will greatly speed up the counting of absentee ballots.

### **Interactive Voice Recognition (IVR)**

As the County gets closer to an election, the need to provide information to individual voters becomes proportionally greater. R&E uses three methods of providing election information to the individual voter. These are at the front office counter, via the website, and through the telephone IVR system.

As currently configured, R&E's IVR system is limited to providing the individual voter the location of his or her polling place. Attempts to reconfigure the current system to provide more information was met with resistance from the vendor, necessitating the need to procure a new system, which will be more responsive to the public and the department.

As with the current system, the new IVR system will provide the individual voter the location of his or her address. Further, it will provide the names of the voter's

current elected officials and real-time election results. With additional security in-place, it can also provide limited access to the voter's restricted database allowing the voter to verify the correctness of the stored information.

A major inconvenience to the voter on election day is to go to his or her polling place and find out that it is either not yet open or doesn't have the supplies needed to allow him or her to vote. Prior to an election, R&E staff attempts to contact all of the 1,677 precinct inspectors individually to ensure they have all of the materials needed to conduct an election. Staff also attempts to contact the 5,000 other poll workers to ensure they will work the polls and all of the polling places to verify they will be open at 6:30 AM on Election Day. This is a very labor-intensive process, which is not always able to verify with all of the individuals concerned.

A major advantage of the new system will be the ability to call out to election volunteers just prior to the election. This includes those individuals providing polling places as well as the poll workers staffing them. The system will allow the contacted individuals to confirm their ability to have the polling places open on time, be able to staff the polling place, and have the correct amount and types of materials to conduct an election. This will greatly reduce the instances of difficulties encountered with polling places at the start of the election day while increasing the department's control of election day setup.

This strategy will be coordinated with CEO/IT staff with an expected implementation prior to the March 2002 primary election.

### **Long Term (More than 2 Years)**

#### **Integration of State Databases**

The next strategy will be to work with the Department of Motor Vehicles (DMV), via the Secretary of State, to allow their database to fully integrate with the Secretary of State's database. Currently, only changes to existing in-county address changes are electronically transmitted to the Secretary of State. All other changes, and new voter registrations, are completed on a manual form and sent to R&E for manual input. This strategy will require the cooperation of the Secretary of State and DMV to implement and should take one to two years. However, once implemented, the process will relieve much of the manual intervention associated with this data input and provide greater accuracy of the input data.

#### **New Voting System**

The most long-term strategy, concerning the use of new technology, will be the selection and fielding of a new electronic voting system for the County. The initial

constraint on this strategy is the inability of R&E to research and procure such a system prior to the November 2002 general election. Converting to any new system will fully tax the department for months and must be accomplished during the time between major elections.

The second major constraint is the cost of the system. For a county the size of Orange County, these systems will cost approximately \$15,000,000 to \$50,000,000. The large difference in cost is due to the type system purchased, electronic scan versus touch screen, and the capabilities desired in the system. R&E will work closely with CEO/IT staff to fully investigate these systems and determine which would be of most benefit to the County. R&E will also work with CEO Budget staff to develop funding options for the system chosen. R&E desires to have the type of system chosen by the beginning of FY 2002/03, with procurement and installation contingent on when funds become available in conjunction with the major election cycle.

## **Conclusion**

On August 1, 2001, The National Commission on Federal Election Reform issued its report entitled "To Assure Pride and Confidence in the Electoral Process." This non-partisan report recommended the nation adopt many of the election processes already established in Orange County. Of note is the report's reference to Orange County on page 55 as being one of the "good" counties as relates to elections performance. Further, the report highlights on page 52 that the Datavote system used in Orange County has a much better record than other types of punch card systems currently being challenged in California. These indicators demonstrate that while Orange County may be able to do a much better job in conducting elections, it should take pride in what it has accomplished.

This Strategic Plan provides the road map of how Registration & Elections continue to improve in meeting the election needs of the County. Specific plans to accommodate this are contained within the appendices.



# Issues And Concerns

## Strategic Plan Relationship

Mandated Education Community Outreach Organizational Technology

### Community Outreach

	X	X		
Need to increase the use of part-time public employees as:	X	X		
Poll workers	X	X		
Bi-lingual poll workers	X	X		
Ballots should be printed which are easier to use by bi-lingual voters	X	X		
Clean up the registration database to ensure voters are accurately registered	X	X		
Ensure all registered voters receive a sample ballot	X	X		
Develop a list of frequently asked questions (FAQ's) with answers to be mailed with the sample ballot	X	X		
Increase voter registration efforts and assistance to community groups holding registration drives	X	X		
Increase use of bi-lingual media to reach voters	X	X		
Increase use of community groups to get information to voters	X	X		
Increased use of bi-lingual materials to inform ESL voters of the elections process and the voter's responsibilities	X	X		
Provide more Datavote machines to libraries and community groups to allow for training on the machine	X	X		
Work to increase willingness of local media to broadcast elections information, especially bi-lingual media	X	X		
Get election information out to the public in a more timely manner	X	X		
Translate Vietnamese by concept, not word.	X	X		
Materials available for visually impaired.	X	X		
Match meeting times to community group's needs.	X	X		
Use of ethnic specific electronic media to inform the voters	X	X		
City Clerks included in the process	X	X		
Emphasize getting younger people into the election process	X	X		

### Poll Workers

Use of County Workers as poll workers	X	X		
Require yearly update classes for poll workers to ensure they are aware of changes to voting law.	X	X		
Ensure all poll workers know the rules governing provisional balloting and allow its use	X	X		
Strengthen training to ensure no one is denied the ability to vote	X	X		
Increase use of students as poll workers	X	X		
Lack of telephones at polling places to call in to R&E.	X	X		
Develop a system of stand by workers to immediately fill in for poll workers who fail to show up for work on election day	X	X		
Develop a positive telephone system to ensure poll workers are reminded and confirm their working polling places	X	X		
Emphasize voter sensitivity training to poll workers	X	X		
Ensure standardization in how poll workers conduct their duties	X	X		
Public recognition for poll workers	X	X		
Use of incentives to keep poll workers involved and volunteering	X	X		
Training on how to work with ADA voters to ensure they can vote	X	X		
Hold large group "best practices" meetings	X	X		
Mandate training for all poll workers	X	X		
Increased use of electronic forms of training	X	X		
Consistent instruction in training	X	X		
Multicultural sensitivity training	X	X		

### Strategic Plan Relationship

x x x

## Voter Education

### Modified primary election

### Polling Place Access

- Work with OCTA to bring ADA voters to the polling places
- Develop early voting programs to assist ADA voters to vote:
  - Use of new technology to make voting easier for ADA voters
  - Lack of privacy
  - Use city clerks officers for early voting
- Maximize the number of polling places within walking distance of voters
- Develop a transit program with OCTA on election day to get voters to their polling places at no cost to the voter
- Increase use of public buildings as polling places
- Have other County maps match R&E's maps
- Better signage for polling places
- Better maps to direct persons to correct polling places

## Technological Upgrade to the Elections Process

- Use of electronic voting in Orange County to make voting easier.
- Touch screen
- Optical scanning
- Utilize technology to speed up the counting of absentee ballots
- Provide more voter information of the County's website
- Test new voting technology during elections at malls and shopping centers
- Allow voters to vote via the internet
- Automate the voter registration process
- DMV system
- Secretary of State system
- County system
- Hard copy system used by community groups
- Update to automated phone system to provide better information to voters
- Increase the capacity of the phone answering system to ensure all calls are quickly and accurately answered
- Use of better polling booths, - non-disposable versus cardboard

Issues And Concerns

Strategic Plan Relationship

Mandated	Education	Community Outreach	Organizational	Technology
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Miscellaneous

	X	X	X	
X	X	X	X	
			X	
X	X		X	
			X	
X			X	

Voter Access to the Elections Process

X	X	X	
X			
X			
X			

Availability of voting materials in formats for the visual and hearing impaired.  
Access to elections process by hospitalized voters  
Use of community centers as polling places  
Use of senior centers as polling places  
Pre-positioned "troubleshooters" to assist poll workers and voters

Issues Not Currently Being Implemented

Issue	Reason not currently being implemented
Permanent absentee voter list	Prohibited by statute
Computers at each polling location to record who has voted	Cost prohibitive versus increased benefit over current system
On-line voting	No system currently certified
Require voters to show proof of identification	Prohibited by statute
Use of alternate forms of ballot counting, i.e. instant runoff	Not yet allowed by election statute. Also, technology does not currently allow.

Note- Current elections statutes prevents the County or department from directly addressing certain issues and concerns. In these cases, R&E may work with the Board of Supervisors and Secretary of State to pass legislation allowing the department to address them.

## **Action Plans**

1. Immediate legislative requirements
2. Cost for services
3. Voter education to improve voter database
4. Poll worker training program
5. Enhanced community outreach
6. County workers as poll workers
7. Students as poll workers
8. Early balloting
9. Increased senior and ADA access to voting
10. Voting material translations
11. Community elections advisory committee
12. Department reorganization
13. Upgrade of EIMS to PC based system
14. Electronic signature verification
15. OCR scanning of voter registration forms
16. New interactive voice recognition system
17. Testing of electronic voting systems
18. Automatic campaign disclosure

## Action Plans as They Relate to Strategies

<b>MANDATED</b>	1	Immediate legislative requirements
	2	Cost for services
	9	Increased senior and ADA access to voting
<b>EDUCATION</b>	3	Voter education to improve voter database
	4	Poll worker training program
	5	Enhanced community outreach
<b>OUTREACH</b>	4	Poll workers training
	5	Enhanced community outreach
	6	County workers as poll workers
	7	Students as poll workers
	8	Early balloting
	9	Increased senior and ADA access to voting
	10	Voting material translations
<b>ORGANIZATION</b>	6	County workers as poll workers
	7	Students as poll workers
	11	Community elections advisory committee
	12	Department reorganization
<b>TECHNOLOGY</b>	8	Early balloting
	13	Upgrade of EIMS to PC based system
	14	Electronic signature verification
	15	OCR scanning of voter registration forms
	16	New interactive voice recognition system
	17	Testing of electronic voting systems
	18	Automatic campaign disclosure

# Action Plan Summaries

## 1. Immediate legislative requirements

Implementation of Assembly Bill 1094, Senate Bill 28, Proposition 34, and Senate Bill 34 prior to the March 2002 primary election.

Assembly Bill 1094 changes the last day an individual can register to vote in an election from 29 days prior to the election to 15 days prior to the election. Senate Bill 28 allows, in some instances, individuals not affiliated with a political party to vote on a political party's primary election ballot. Proposition 34 and Senate Bill 34 deal with the changes in voter information pamphlets for candidates who accept voluntary expenditure limits.

## 2. Cost for services

To ensure full cost recovery for the County, and its taxpayers, relating to all products and services provided to political campaigns, candidates, cities, or other customers. When applicable, prices that are mandated by statute or County policy are used. In all other case, full cost recovery is determined by the actual cost of the product and/or service being provided.

## 3. Voter education to improve voter database

To improve the election education of voters within the County to facilitate the electoral process. Increasing the effectiveness of community/voter education will decrease voter confusion in how and where to vote, and increase the participation and satisfaction of the voters in the County with the election process.

## 4. Poll worker training program

To increase the knowledge of the election process of all County volunteer poll workers. To ensure poll workers are able to explain the new laws to voters, are able to answer voter questions, know how to

contact R&E to obtain answers, and maintain a friendly atmosphere for the voter at the polling place.

5. Enhanced community outreach

Because of its importance to the County's election process, community outreach is a strategy, which encompasses several action plans. This enhanced community outreach action plan provides coordination of the various action plans pertaining to community outreach. It ensures those community outreach issues and concerns not addressed in other action plans, will be addressed through this plan.

6. County workers as poll workers

To provide trained County employees to work the polling places and central office on election days. When fully implemented, this program will ensure that all polling places are fully staffed and are opened on time. Further, it will ensure polling places requiring bi-lingual poll workers have bi-lingual poll workers on site and that the department has trained bi-lingual staff to answer the questions of individuals calling the department. Discussions with the County labor organizations are ongoing.

7. Students as poll workers

The County has tested the use of high school seniors as poll workers, pursuant to election statutes, and has determined the test a success. The program will be expanded to provide an increased number of highly motivated young citizens to assist in staffing polling places during elections. This program will help ensure polling places are fully staffed, are opened on time, and where possible, assist in providing bi-lingual poll workers. Of note is the program's ability to bring motivated young County citizens into the election process, thereby helping to instill a sense of civic duty in this portion of our society.

8. Early balloting

Early balloting will address several issues. First it will allow the department to test new types of electronic voting equipment. To

better put this equipment out for testing, city clerk's offices will be utilized as polling places. This will allow this department to implement programs to provide easier access to senior and disabled voters. Also, by having these systems in place for several days, bi-lingual voters can test the equipment and provide the department their recommendations on which system works best in this area.

9. Increased senior and ADA access to voting

A guiding policy of the County and the department is to provide access for all eligible Orange County voters to the election process. By implementing an early voting action plan, this department will provide a vehicle to increase the participation of seniors and the disabled with the election process. This program will bring these voters to the polling places and allow them to use new voting systems, which are easier to use. Also, these voters will be able to provide the department valuable feedback on which system works best for them.

10. Voting material translations

Current elections statute requires ballot designations and candidate statements of qualification to be translated by a certified court translator. R&E staff translates brochures, sample ballot filler pages, and PSA's. Through the use of the community election advisory committee and other community meetings, this department will bring the community more fully into the translation process. This will increase the level of understanding by translating the concept of the message into the Spanish and Vietnamese languages.

11. Community elections advisory committee

The community elections advisory committee will provide a means whereby the community can actively participate in making decisions affecting the County's election process. This committee will be created by the Board of Supervisors and report back to the Board on matters pertaining to the election process. Members of this committee will then be able to directly inform the community of the reasons election process decisions were made the way they were.



12. Department reorganization

The cornerstone to the department's ability to implement the strategic plan is the department's reorganization. The department will be requesting 13 new positions. This staffing increase will allow it to focus on meeting the election process needs of the community. As needed, existing staff will be reassigned to meet the current needs of the department. In many cases, these needs directly correspond to community needs.

13. Upgrade of EIMS to PC based system

The Election Information Management System (EIMS), the database used by the County, contains all voter file information for the County's 1.3 million voters, precinct boundaries, candidate information, and controls the counting of ballots on election night. Most of the work has been completed to convert this software from a mainframe system to a PC based system. When complete, it will be more user friendly, able to provide information quicker and in more formats, and allow department staff to better utilize the system to perform their daily functions.

14. Electronic signature verification

Verifying the signatures on absentee ballot envelopes is one of the most manual labor-intensive functions of the department. Currently, the department processes almost 300,000 absentee ballots during major elections. This is a 200% increase from 1990. Using technology to assist in this process will free staff to perform other functions affecting the ability of the community to utilize the election process.

15. OCR scanning of voter registration forms

As with verifying signatures on absentee ballot envelopes, keying in voter registration data into the database is another manual labor-intensive function of the department. Over 95% of all registrations, approximately 200,000 per year, must be input manually into the

system. Using technology to assist in this process will free staff to perform other functions affecting the ability of the community to utilize the election process.

16. New interactive voice recognition system

R&E currently has an interactive voice recognition system (IVR), which only provides voters with the location of their polling place. New systems are capable of providing significantly more information to the voter, as well as providing an automated means to send out mass phone messages. The ability to use this system to rapidly provide the 6,700+ volunteer poll workers reminders relating to opening and staffing polling places will improve the level of service this department is able to provide the voter on election days.

17. Testing of electronic voting systems

It is a given that the election process, both here and in other areas of the country, is moving to some means of electronic voting. The two primary systems are optical scan of mark sense forms at the polling location and touch screen voting. Depending on the system ultimately chosen, the cost of implementing this type system in Orange County will run from \$15 to \$50 million dollars. The Datavote system currently in use in the County is extremely accurate, but rather slow in providing election results. Therefore, the current system will meet the needs of the County, allowing staff to properly review new equipment, funding strategies, and implementation strategies. This will ensure that the system ultimately purchased will meet current and all foreseeable needs of the County's election process.

18. Automatic campaign disclosure

Election statutes require a candidate to provide original campaign disclosure forms. Currently, these forms are manually filed and retrieved from the files when copies are requested by the public. This is a very manual labor-intensive task for the department's front office. Further, it is a slow process making the public wait for the document to be found and duplicated. Automation will allow the entire packet to be scanned into the department's database. Individuals requesting

copies will be able to retrieve the documents on a computer at the front desk and print the documents they need. This system will free front office staff, allowing them to better interact with the public and make the process more user friendly to the public requiring copies of the documents.

# Operating Plan

"The election process in California is a train wreck waiting to happen." This statement has been often repeated by the staff of Secretary of State, Bill Jones. They fully understand the impact on county Registrars of Voters by the changing election environment and the need to provide sufficient resources to Registrars to prevent potential failed elections.

## **Purpose:**

To identify the funding and resources needed to implement the Strategic Plan for FY 2001/02. Further, to provide funding guidance for FY 2002/03. This implementation will consist of enacting specific action plans, which will best meet the needs of the community and the ability of the department to implement.

## **Goals:**

The primary goal of the operating plan is to establish a foundation of program implementation and resource allocation, which will enable the Strategic Plan to be enacted. This will be accomplished through the implementation of specific action plans, which will put this foundation in place.

The secondary goal of the plan is to implement processes, which will address immediate requirements of the department as they relate to conducting successful elections. These processes deal with enacting new election statutes and providing statute or court required training to the department's volunteer poll worker force.

## **Action Plan Implementation:**

Of the 18 action plans currently identified, 11 can be fully implemented this year. Once fully implemented, these action plan processes will be an ongoing function of the department. Staff has determined that these action plans provide the best synergy for meeting the community's issues and concerns, establishing the necessary foundation for the Strategic Plan's implementation, and being workable based upon staff's ability to implement. The action plans that can be fully implemented in FY 2001/02 are:

1. Immediate Legislative Requirements
2. Cost of Services
4. Poll Worker Training
5. Enhanced Community Outreach
6. County Workers as Poll Workers (assuming labor organization concurrence)
7. Students as Poll Workers
11. Community Elections Advisory Committee
12. Reorganization
13. Upgrade EIMS to PC Based System
16. Interactive Voice Recognition

## 18. Campaign Disclosures

Action Plans 16 and 18 can be considered one-time expenses with minimal ongoing costs and complete once implemented. Action Plans 1, 4, 5, 6, 7, 11, 12, and 13 will be implemented this fiscal year, but will be ongoing programs with related yearly costs. Action Plan 2 is an ongoing program, but has no associated yearly costs. However, it does provide the department revenue and assists in reducing the department's NCC.

The next list of Action Plans will be partially implemented this fiscal year with full implementation in FY 2002/03. These Action Plans will have associated ongoing costs. Although these action plans are important to the community and the department, the department does not have the ability to do more than begin their implementation in FY 2001/02. With the full implementation of the above listed action plans, these action plans will be in place for the November 2002 general election.

- 3. Voter education to clean up voter database
- 8. Early Balloting
- 9. Increased Senior and ADA Access to Voting
- 10. Voting Material Translations
- 17. Testing of Electronic Voting Systems

Note: Testing of electronic voting systems will be fully implemented in FY 02/03. However, fielding such a system County wide will depend on funds availability.

The final two Action Plans will not be implemented this fiscal year, but will be implemented in subsequent fiscal years. The exact cost for these programs has yet to be determined, but will be addressed in the department's Strategic Financial Plan submission to the CEO's office. Staff will examine the implementation of these action plans based upon their ability to not interfere with upcoming elections.

- 14. Electronic Signature Verification
- 15. OCR Scanning of Voter Registration Forms

## Funding:

Shown below is a table highlighting the FY 2001/02 and estimated FY 2002/03 costs for the implementation of the Action Plans.

### Action Plan Funding Requirements

Plan #	Plan Title	FY 01/02 Cost	FY 02/03 Cost	Notes
1	Immediate Legislative Requirements	\$ 275,000.00	\$ -	#1
2	Cost of Services	\$ -	\$ -	#2
3	Voter education to clean up voter database	\$ 5,000.00	\$ 10,000.00	
4	Poll Worker Training	\$ 45,000.00	\$ 40,000.00	
5	Enhanced Community Outreach	\$ 25,000.00	\$ 25,000.00	#3
6	County Workers as Poll Workers	\$ 5,000.00	\$ 5,000.00	#4
7	Students as Poll Workers	\$ 1,000.00	\$ 1,000.00	
8	Early Balloting	\$ -	\$ 25,000.00	#5
9	Increased Senior and ADA Access	\$ 5,000.00	\$ 10,000.00	#5
10	Voting Material Translations	\$ 5,000.00	\$ 10,000.00	
11	Community Elections Advisory Committee	\$ 5,000.00	\$ 5,000.00	
12	Reorganization	\$ 465,000.00	\$ 750,000.00	
13	Upgrade EIMS to PC Based System	\$ 60,000.00	\$ 15,000.00	
14	Electronic Signature Verification		\$ 200,000.00	#6
15	OCR Scanning of Voter Registration Forms		\$ 200,000.00	#6
16	Interactive Voice Recognition	\$ 175,000.00	\$ 15,000.00	
17	Testing of Electronic Voting Systems	\$ -	\$ 100,000.00	#5
18	Campaign Disclosures	\$ 49,000.00	\$ 7,200.00	
Total		\$1,120,000.00	\$1,418,200.00	
Note 1	Cost occurs every two years			
Note 2	No increased cost to the department			
Note 3	Covers only costs not associated with other Action Plans			
Note 4	Includes only direct department costs			
Note 5	Action plans 8 and 17 need to be implemented to implement plan 9			
Note 6	One Time FY 02/03 costs			

### Prioritization of FY 2001/02 Action Plans:

Three of the 11 Action Plans identified for implementation in FY 2001/02 must be fully and immediately funded to ensure the intent of the Strategic Plan is realized and that structure and resources are in place to implement the remainder of the Plans.

12. Reorganization
1. Immediate Legislative Requirements
4. Poll Worker Training

With the approval, funding, and implementation of these plans, the following Action Plans can be implemented:

5. Enhanced Community Outreach
6. County Workers as Poll Workers (assuming labor organization concurrence)
7. Students as Poll Workers
11. Community Elections Advisory Committee

Although not dependent on the implementation of the first three Action Plans, the following technology strategy plans are necessary to ensure the department can interact with the community without the need for additional staffing over that shown in the department reorganization and to ensure full cost recovery for services provided:

2. Cost of Services
13. Upgrade EIMS to a PC Based System
16. Interactive Voice Recognition
18. Campaign Disclosures

### **Implementation:**

Upon approval of the department's Strategic Plan, the department will immediately reorganize to match the proposed plan. CEO staff is meeting with the OCEA to discuss the impact of departmental reorganization on their members working in Registration & Elections. However, the new organization will not be put into place until completion of these discussions. This will enable the department to have its new structure in place to begin implementing the Plan. The current organizational chart and revised organizational chart are attached to the Strategic Plan as appendix V.

The department will also immediately begin recruitment of the new positions based upon the approved phasing plan. With the assistance of CEO/HR, the department will be able to expeditiously fill these positions.

Department staff will continue the work of upgrading the EIMS and modifying the system to include the campaign disclosure module. Based upon other County departments recently acquiring new IVR systems, the department will be able to procure a new system with existing staff. However, installing and maintaining the system will depend on filling the systems analyst positions.

With the restructured department, acquisition of the HR staff analyst and Chief Deputy Registrar, the department can begin to implement the remainder of the FY 2001/02 action plans, with their full implementation prior to June 30, 2002.

Registration & Elections has adopted an aggressive program to address the community's election process issues and concerns. Although aggressive, the department believes this program to be workable. Once the initial 11 Actions Plans are in place, most of the community's issues and concerns will have been addressed. Staff can then modify the implemented plans to meet changing requirements and begin implementation of the remaining plans.

## **Description of the Planning Process and Groups Attending Planning Meetings**

The information gathering process focused on two areas. First, what issues did the Board and CEO expect to be addressed in the Plan? Second, a series of meetings were held with community groups to one, gather initial concerns and issues relating to the County's election process and two, review draft documents to ensure all concerns and issues were expressed and addressed.

The following documents were used as reference material to determine the directive or intent of the Board and CEO.

- Letter to the Board by Supervisor Spitzer dated December 8, 2000, entitled "County of Orange election process review."
- CEO directed organizational assessment by John Robinson, consultant, dated February 28, 2001, entitled "Registrations & Elections Department Organizational Review."
- CEO directed Human Resource Organizational Assessment, dated March 3, 2001, entitled "Preliminary Organizational Assessment of Registration & Elections Department."

Also, Registration & Election's Business Plan and the County's Strategic Financial Plan as general background material in the development of the department's Strategic Plan.

From June 18 through June 29, 2001, a series of six meetings were held with community groups and poll workers, to begin the process of identifying these group's issues and concerns. These issues and concerns are contained in appendix I. Organizations and groups represented at these meetings included:

Catholic Charities  
LULAC, CFUF  
Santa Ana College  
FY 2000/01 Grand Jury  
City of Brea Council member Steve Vargas  
LULAC, North County  
Green Party of Orange County  
League of Women Voters  
Libertarian Party  
Natural Law Party  
Republican Party of Orange County  
Braille Institute  
Free Vietnam Alliance in Southern California  
APALC-Asian Pacific American Legal Center  
Vietnamese Community of Orange County  
Vietnamese-American Republican Council of Orange County  
Poll Workers



Meetings were also conducted with Supervisor Todd Spitzer, the County Executive Officer Dr. Michael Schumacher Ph.D., Assistant CEO for Human Resources Jan Walden, and numerous CEO and County staff. These meetings were performed to apprise these individuals of the status and direction of the planning process and to solicit their input on what it should be addressing.

Based upon these initial meetings and document reviews, the Registrar of Voters, Strategic Plan Project Lead, and R&E staff developed an initial set of draft Strategic Goals for the department's Strategic Plan. Also, these same individuals developed and/or modified the department's Vision Statement, Mission Statement, and Values.

By the creation of, or modification to, the above stated items, the aforementioned individuals developed a series of draft strategies to address incorporating recommendations to issues and concerns in the content of the Strategic Goals. These documents were then incorporated into a single draft document for review.

During the week of July 30<sup>th</sup> through August 9<sup>th</sup>, four evening and one morning meetings were conducted to present portions of the draft plan to the community groups and solicit their response. Present at these meetings were representatives of:

League of Women Voters  
Union Local 681  
LULAC Anaheim  
LULAC #3013  
FY 2000/01 Grand Jury  
FY 2001/02 Grand Jury  
La Habra Council member Rose Espinoza  
MALDEF  
Office of Assemblyman Lou Correa  
Santa Ana College  
St. Callistus Catholic Church  
Free Vietnam Alliance in Southern California  
Lac Viet Foundation  
LAVAS-Legal Assistance for Vietnamese Asylum Seekers  
Vietnamese American Republican National Heritage Federation  
Vietnamese Community of Southern California  
Vietnamese-American Republican Council of Orange County  
American Party of Orange County  
Area Agency on Aging  
Dayle McIntosh Center  
Orange County Democratic Central Committee  
Republican Party of Orange County  
Poll Workers

How the plan addressed the issues and concerns of the groups was explained as well as why certain issues were not acted upon. Based upon the input received at these meetings, the draft plan was further refined.

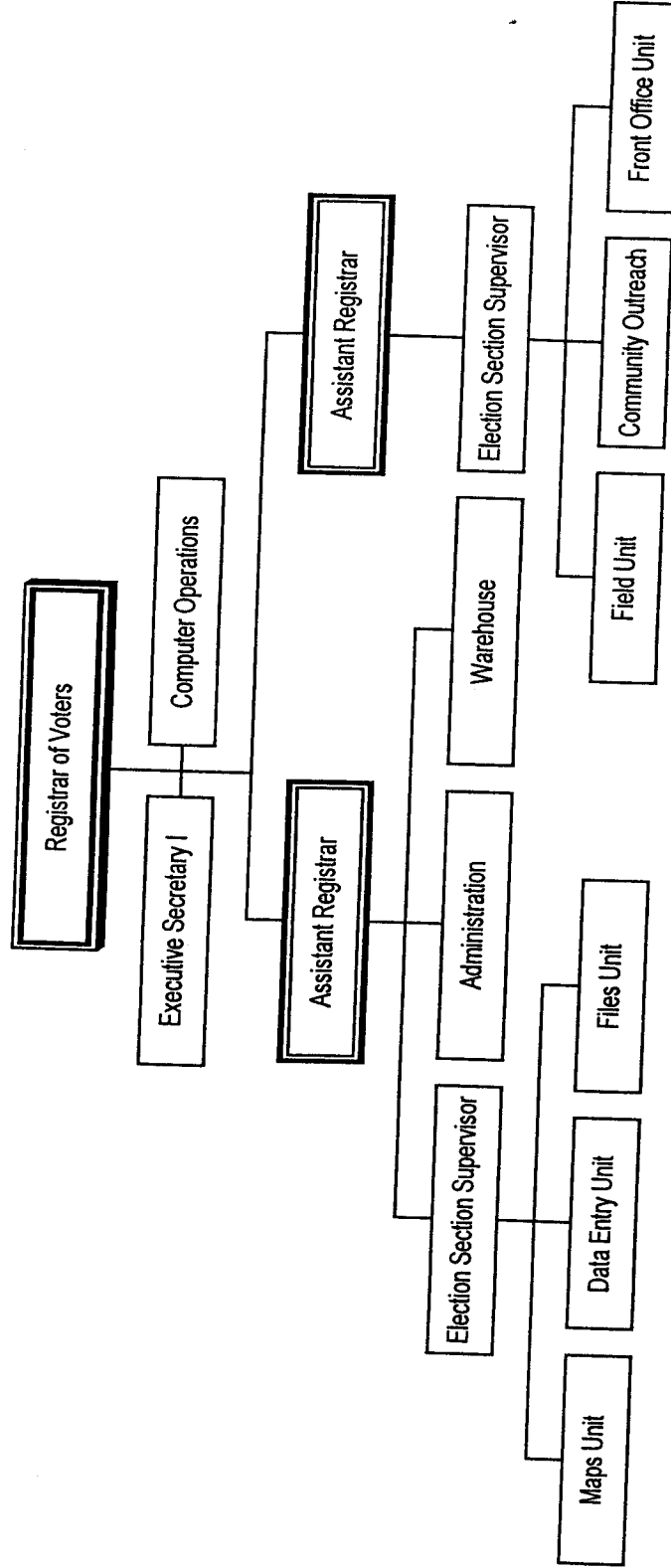
On August 22, 2001, Supervisor Todd Spitzer presented the draft Strategic Plan to the public at through the medium of a Town Hall Meeting. Community groups represented at this meeting included:

Aliso Viejo Republican Women Federated  
American G.I. Forum  
Aliso Viejo Rep. Women Federated  
American G.I. Forum  
American Association of Retired Persons  
Area Agency on Aging  
Asian American Senior/CCR  
Asian League for Freedom & Democracy  
Assemblyman Bill Campbell's Office  
Assemblyman Ken Maddox office  
Attorney at Law  
California Democratic Party  
California Congress of Republicans  
Central City Neighborhood Association  
City of Placentia  
City Clerk Laguna Woods  
City of Laguna Hills  
City of Placentia  
City of Rancho Santa Margarita  
City of Santa Ana  
CSU Fullerton  
Dayle McIntosh Center  
Free Vietnamese Alliance  
Garden Grove Channel 3  
Garden Grove City Council  
Huntington Beach City Council  
LAVAS  
League Women Voters  
League of Women Voters COCA  
Libertarian Party  
Los Amigos  
LULAC  
LULAC Anaheim  
LULAC Santa Ana  
MALDEF  
Natural Law Party  
North Orange County Greens  
O.C. Democrats  
O.C. Human Rights Commission  
Orange County Congressional Community Organization  
Quiet Village Mobile Home Park  
Republican Party  
Riverside West. Assn.  
RWF

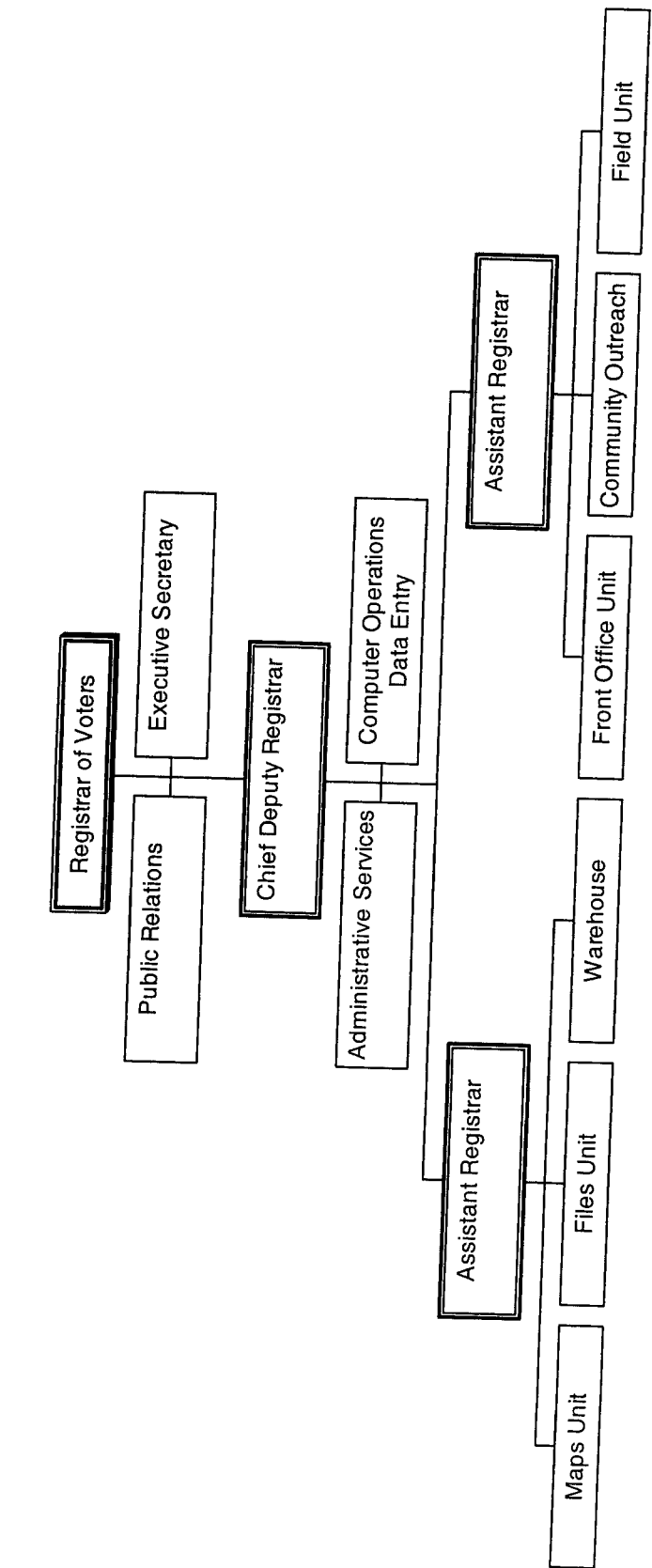
Santa Ana College  
SAUSD  
Senator Morrow's Office  
St. Anthony Claret Church in Anaheim  
Unitarian Church of O.C.  
Viet. American Rep. Council of O.C.  
Vietnamese American Voters  
Vietnamese Association  
Vietnamese Comm. of Southern California  
Vietnamese Chamber of Commerce

The plan was well received at this meeting. Those new issues and concerns identified during this meeting were incorporated into the Strategic Plan. The Plan was then finalized for presentation to the Board of Supervisors for their approval on September 12, 2001.

# Registration & Elections Department Current Organization



Registration & Elections Department  
Proposed 2001 Reorganization



**Adjustments to the Master Position Control**

ADD	Title Code	Title Description	Salary Range
1	8007MA	Administrative Manager II	GML
1	8005MA	Senior Staff Analyst	EML
2	8004ST	Staff Analyst III	DML
1	0932GE	Warehouse Worker IV	A-42
3	7918GE	Information Systems Technician	A-57
2	0404CL	Office Assistant	D-34
2	0646GE	Election Field Representative	A-41
1	8543GE	Staff Specialist	A-53
<b>13</b>	Total New Positions		